



INSPECTION AND EVALUATION DIVISION

EVALUATION REPORT

Report of the Office of Internal Oversight Services on the evaluation of the Development Policy and Analysis Division (DPAD):

“DPAD is effectively functioning as the United Nations development research office but has had limited success in directly influencing intergovernmental debate”

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INSPECTION AND EVALUATION DIVISION

FUNCTION

“The Office shall evaluate the efficiency and effectiveness of the implementation of the programmes and legislative mandates of the Organisation. It shall conduct programme evaluations with the purpose of establishing analytical and critical evaluations of the implementation of programmes and legislative mandates, examining whether changes therein require review of the methods of delivery, the continued relevance of administrative procedures and whether the activities correspond to the mandates as they may be reflected in the approved budgets and the medium-term plan of the Organisation;” (General Assembly [Resolution 48/218 B](#)).

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**Report of the Office of Internal Oversight Services on the
evaluation of the Development Policy and Analysis Division (DPAD):**

*“DPAD is effectively functioning as the United Nations development research office
but has had limited success in directly influencing intergovernmental debate”*

EXECUTIVE SUMMARY

The [Inspection and Evaluation Division \(IED\)](#) of the [Office of Internal Oversight Services \(OIOS\)](#) evaluated the relevance, efficiency and effectiveness (including impact) of the [Development Policy and Analysis Division \(DPAD\)](#) of the [Department of Economic and Social Affairs \(DESA\)](#) as a part of and concurrently with an evaluation of DESA that was mandated by the [Committee for Programme and Coordination \(CPC\)](#) by General Assembly [Resolution 64/229](#).

The evaluation used a range of quantitative and qualitative methods, including a document review, staff and stakeholder interviews, staff and stakeholder surveys, field missions, a direct meeting observation, a bibliometric analysis of the usage of DPAD’s publications, and an expert panel review of its two flagship publications. These were the World Economic Situation and Prospects (WESP) and the World Economic and Social Survey (WESS). The evaluation was undertaken in accordance with the norms and standards for evaluation established by the [United Nations Evaluation Group \(UNEG\)](#).

The evaluation results were that DPAD’s work was effectively aligned to support the United Nations intergovernmental processes and dialogue, its reports widely referenced in United Nations documents. Furthermore, its contributions to the Secretary-General’s [Millennium Development Goals \(MDGs\)](#) report and to the MDG Gap Task Force Report were included in the outcome document of the MDG summit held in September 2010. DPAD also produced prescient analysis prior to the financial crisis of 2008. It has also effectively serviced the Committee for Development Policy (CDP). However, the direct impact of DPAD’s work on intergovernmental resolutions appears to be limited. In this respect, DPAD’s strategic framework posed performance measurement difficulties because it was not appropriately drafted to capture DPAD’s performance in strengthening and assisting intergovernmental debates.

DPAD contributed to improving the dialogue on the world economic situation. This was evidenced by increased press coverage and Google Scholar citations of the WESP and the WESS, high ratings of its publications by an expert panel, web traffic data trends, and testimonials from stakeholders.

DPAD has also made progress in promoting a unified United Nations view of the world economic outlook through the joint annual publication of the WESP with inputs from the regional commissions and the [United Nations Conference on Trade and Development \(UNCTAD\)](#). However, in turn, the regional commissions made limited use of DPAD’s reports in their publications.

Overall, DPAD is highly rated by its stakeholders but doubts persist about the overlap of its work with that of other organisations, notably UNCTAD and the World Bank (WB). DPAD's positive attributes include its capacity to adapt its work to the changing needs and priorities of the international community.

DPAD's capacity development projects were positively rated by beneficiary stakeholders but have overstretched its staff. They have also been hampered partly by exogenous factors and partly by inadequate planning.

Staff perceptions of DPAD's management were overall positive. However, results were mixed with respect to DPAD's ability to effectively capture and share lessons learned and with respect to sufficient channels for staff to voice their concerns to managers.

Finally, though DPAD's work was linked to social and economic human rights, stakeholders perceived that it has had limited success in mainstreaming gender issues and human rights into its work.

Recommendations include that DPAD develop an outreach and dissemination strategy to:

- Encourage greater use of its publications and analyses by Member States.
- Influence regional commissions and funds and programmes to make greater use of its publications.
- Integrate its reports into the United Nations Development Programme's (UNDP's) intranet and knowledge management portals.
- Release its flagship reports through UNDP's country offices worldwide.
- Make more frequent use of 'Op-Eds' on salient macroeconomic issues.

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LIST OF ABBREVIATIONS

CDO	Capacity Development Office
CDP	Committee of Development Policy
CPC	Committee for Programme and Coordination
CSO	Civil Society Organisation
DESA	Department of Economic and Social Affairs
DPAD	Development Policy and Analysis Division
DPADM	Division for Public Administration and Development Management
DPPO	Development Policy and Planning Office
DSD	Division for Sustainable Development
DSP	Development Strategy and Policy Analysis Unit
DSPD	Division for Social Policy and Development
ECOSOC	Economic and Social Council
FfDO	Financing for Development Office
GEM	Global Economic Monitoring Unit
IED	Inspection and Evaluation Division
ILO	International Labour Organization
IMF	International Monetary Fund
OESC	Office for Economic and Social Council Support and Coordination
OIOS	Office of Internal Oversight Services
OD	Office of the Director
ODS	United Nations Official Document System
PD	Population Division
PPBME	Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation
SD	Statistics Division
SF	Strategic Framework
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme

UNEG	<u>United Nations Evaluation Group</u>
UNICEF	<u>United Nations Children's Fund</u>
WB	<u>World Bank</u>
WESP	<u>World Economic Situation and Prospects</u>
WESS	<u>World Economic and Social Survey</u>
WTO	<u>World Trade Organization</u>

I. Introduction

1. The [Inspection and Evaluation Division \(IED\)](#) of the [Office of Internal Oversight Services \(OIOS\)](#) evaluated the [Development Policy and Analysis Division \(DPAD\)](#) concurrently with an evaluation of the [Department of Economic and Social Affairs](#) (henceforth DESA-wide evaluation).¹ This was based on a strategic risk assessment exercise carried out in 2008. The forty-ninth session of the [Committee for Programme and Coordination \(CPC\)](#) selected the DESA-wide evaluation report to be presented for consideration at its fifty-first session. The selection was formally mandated by the ensuing General Assembly [Resolution 64/229](#) on Programme Planning.

2. This evaluation of DPAD was done under the [Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation \(PPBME\)](#). The overall objective of the evaluation was to determine, as systematically and objectively as possible, the relevance, efficiency and effectiveness (including impact) of DPAD's programme of work.

3. This evaluation considered DPAD's Strategic Framework and budget for the 2010-2011 biennium as the primary benchmark against which to measure its performance, and also reviewed data from the past three biennia.

4. OIOS expresses its strong appreciation for the collaboration offered by DPAD staff and management offered during this evaluation.

II. Methodology

5. In conducting this evaluation, OIOS utilised a combination of qualitative and quantitative methods, drawing on data from the following 12 sources:

- i. A document review, including an assessment of DPAD's strategic framework and other programme related documents; monitoring and reporting information from the [Integrated Monitoring & Documentation Information System \(IMDIS\)](#); resolutions of the [General Assembly \(GA\)](#) and the [Economic and Social Council \(ECOSOC\)](#); various reports of the Secretary-General; documents and publications of the regional commissions, the United Nations Conference on Trade and Development (UNCTAD), the United Nations Development Programme, the International Monetary Fund (IMF), the World Bank (WB), and analysis of the United Nations Official Document System (ODS) generated data;

¹ Report of the Office of Internal Oversight Services on the programme evaluation of the Department of Economic and Social Affairs (DESA) ([E/AC.51/2011/2](#)).

- ii. 17 interviews of DPAD staff, including all DPAD managers and a stratified random sample of non-management staff;²
- iii. 30 interviews of stakeholders (including Member States' permanent representatives, government officials, civil society organisations, academics, and staff and management from the United Nations system);
- iv. Field missions to Thailand, Cambodia, Ethiopia, Kenya and South Africa;
- v. Observation of the Final Country Meeting in South Africa for the Development Account Project entitled "Realizing the MDGs through Socially-Inclusive Macroeconomic Policies" on 9 September, 2010 in Johannesburg, organised jointly by DPAD/UN-DESA and the UNDP Country Office;
- vi. A web-based survey of all DPAD management and staff as a part of a larger DESA survey;³
- vii. A web-based surveys of a non-random sample of DPAD stakeholders;⁴
- viii. A web-based survey of a non-random sample of 40 United Nations entity heads;⁵
- ix. A survey of all 192 Member State permanent representatives of the United Nations;⁶
- x. An independent expert panel comprising three academic researchers with economic and social matter expertise that reviewed the World Economic and Social Survey (2010), and the World Economic Situation and Prospects mid-term update (2010);
- xi. A bibliometric analysis on the usage of the above-mentioned DPAD publications, including citation metrics (Google Scholar), website traffic data and publication download data; and
- xii. A DESA staff survey conducted during the course of the OIOS Inspection of DESA Human Resource and Management Practices in 2009.⁷

² Stratified random samples of DESA staff in all divisions and offices were drawn to ensure representation of staff at all levels and a confidence level of 90 per cent.

³ The survey was sent to 46 DPAD staff and 25 responded, yielding a 54.3 per cent response rate.

⁴ The survey was sent to 80 DPAD stakeholders and 18 responded, yielding a 22.5 per cent response rate.

⁵ The survey was sent to 40 entities and 17 responded, yielding a 43 per cent response rate.

⁶ 27 responded, yielding a 14 per cent response rate.

⁷ The survey was sent to 40 people and 16 responded, yielding a 43 per cent response rate.

6. The evaluation was undertaken in accordance with the norms and standards for evaluation established by the [United Nations Evaluation Group \(UNEG\)](#). The evaluation results are derived from a combination of documentary, testimonial, observational and analytical evidence. Data were triangulated to strengthen the robustness of the evaluation.

7. The evaluation had four main limitations. First, the relatively low response rates achieved in the stakeholder and Member State surveys mean that the results cannot be generalized to represent the views of DPAD's stakeholders and Member States as a whole. Second, knowledge among DPAD's stakeholders about its work was not uniform; often they could offer their views about one aspect of DPAD's work and not another. Third, the expert panel review included only two Division publications; although these were recommended by the Division as representing its key publications, the small sample size limits the extent to which findings of the review can be generalized to all Division publications. Lastly, the bibliometric analysis permitted only limited comparability of the bibliometric data from one type of publication to another and noted the inherent difficulties of capturing information about these types of publications through conventional index citation. Lastly, the limitations of the bibliometric analysis included limited comparability of the bibliometric data from one type of publication to another, and the inherent difficulties in capturing these types of publications through conventional index citation.

III. Background

8. DPAD is the main development research division of the United Nations Secretariat. Its current structure came into effect in the 2006-2007 biennium when it was formed based on the merger of DESA's Development Policy and Planning Office (DPPO) and the Economic Monitoring and Assessment Unit.⁸

9. The overall objective of DPAD has remained unchanged since the 2006-2007 Strategic Framework – that is, to identify and reach intergovernmental agreement on the economic policies and actions at the national and international level in order to improve long-term development prospects. Under the 2010-2011 Strategic Framework, DPAD's three key functions are:

- a) Strengthening international debate by assisting the General Assembly (GA) and the Economic and Social Council (ECOSOC) to identify and understand new and emerging economic development issues to advance the internationally agreed development goals and the Millennium Development Goals (MDGs);
- b) Improving the dialogue on the world economic situation and fostering and disseminating a unified United Nations view of the world economic outlook; and,

⁸ See 2006-2007 Strategic Framework ([A/59/6 \(Prog. 7\)](#)).

- c) Assisting in capacity development to help developing countries integrate macroeconomic and social development policies in their national development strategies.

See Annex 1 for the division's Programme of work for the biennium 2010-2011.

10. DPAD's overall components and functions include:

- The **Office of the Director (OD)** coordinates the activities of the division, administers and executes various development account projects, manages its human and financial resources, and manages its relations within DESA, with the inter-governmental process and with other United Nations and non-United Nations agencies and the general public.
- The **Committee for Development Policy (CDP) secretariat** provides substantive servicing to the CDP including administrative support and parliamentary documentation and the review, application and monitoring of the criteria for determining least developed countries (LDCs).
- The **Development Strategy and Policy Analysis Unit (DSP)** is in charge of undertaking economic and social research into fundamental development issues and trends and formulating advice for the United Nations development agenda. The unit coordinates the production of the World Economic and Social Survey (WESS), DESA's flagship report which has been published annually since 1948.
- The **Global Economic Monitoring Unit (GEM)** monitors global economic trends and contributes to United Nations reports, briefings and notes in the area of macroeconomic analysis. The unit coordinates the production of the World Economic Situation and Prospects (WESP), the joint report of DESA, UNCTAD and the regional commissions on the state of the world economy and emerging macroeconomic policy challenges. In addition to the main report, a mid-year update for the WESP is issued, as well as a series of monthly briefings on the world economic situation and a world economic vulnerability monitor issued approximately quarterly.

See Annex 2 for DPAD's organigram.

11. DPAD is required to take the lead in macroeconomic policies for development of one of the five priorities in capacity building as outlined by DESA's Capacity Development Office (CDO). DPAD's advisory services are delivered at the request of governments on a variety of issues including capacity building for graduation strategies for least developed countries, implications of macroeconomic policy, external shocks and social protection systems for poverty, inequality and social vulnerability, and realising the MDGs through socially inclusive macroeconomic policies.

12. DPAD services the Second Committee of the General Assembly and provides it with substantive support on economic issues during its meetings, such as Economic and Social Surveys; the Reports and Policy Notes of the CDP; the Handbook on the Least Developed Country Category: Inclusion, Graduation and Special Support Measures; the reports of the MDG Gap Task Force; and the reports of the Secretary-General on the integration of the economies in transition into the world economy, on unilateral sanctions against developing countries, and on development cooperation with middle-income countries. It services seven expert groups on various issues including on short-term global prospects.⁹ Its recurrent publications include reports of the Project LINK. The division also services the CDP, which through its reports, provides inputs and independent advice to ECOSOC on emerging cross-sectoral development issues and on international cooperation for development, focusing on medium- and long-term aspects.

13. DPAD produces a wide range of economic data which can be downloaded free from its website. The Global Economic Outlook provides baseline scenarios for the period of 2000-2012. DPAD also coordinates the work of Project LINK that is a co-operative, non-governmental, international research activity.¹⁰ The division participates in the special high-level meeting of ECOSOC with the Bretton Woods institutions (BWIs), the World Trade Organization (WTO) and UNCTAD and represents the United Nations as an observer at the IMF/WB meetings. DPAD also peer reviews the Secretary-General's reports that are prepared by the Office of the ECOSOC Support and Coordination that are used during the Development Cooperation Forum (DCF) discussions.¹¹ DPAD also reviews drafts of the economic (and social) survey reports of the regional commissions, and since recently, also of the International Labour Organization's (ILO) Global Employment Trends and the WB's Global Economic Prospects.

IV. Resources

14. DPAD's total estimated expenditures proposed for the 2010-2011 biennium were USD 13.32 million, all of which were regular budget (RB).¹² The 2010-2011 proposed expenditure represents a 15 per cent increase compared with the 2006-2007 biennium, when it was USD 11.54 million. All of DPAD's 46 posts are regular budget posts.¹³ As a division, DPAD is sixth

⁹ Two pertain to the short-term global economic prospects and policy challenges; two to the thematic issues pertaining to the high-level segment of the Economic and Social Council; two to the issues addressed in the *World Economic and Social Survey* 2010 and 2011 and one for the review, application and monitoring of the criteria for determination of least developed countries.

¹⁰ Project LINK is a co-operative, non-governmental, international research activity, which integrates independently developed national econometric models into a global econometric model. It provides a consistent framework for undertaking quantitative studies of the international economic transmission mechanisms and of the effects of international and national policies, developments and disturbances on the outlook for the world economy, and global economic integration in general.

¹¹ For example, the 2010 WESS (in draft and final form) was used as a direct input to regional preparatory meetings of the DCF and the DCF itself.

¹² [A/64/6 \(Sect. 9\)](#), Proposed programme budget for the biennium 2010-2011, Part IV, International cooperation for development, Section 9, Economic and Social Affairs, Subprogramme 7 on page 51.

¹³ One P-3 post was outwardly deployed for the Financing for Development Office in exchange for one P-2 post.

in terms of size within DESA and has 162 planned outputs for the 2010-2011 biennium.¹⁴ In addition, there has been a reallocation of Regular Programme Technical Cooperation (RPTC) funds which has enabled DPAD to obtain the resources for three inter-regional advisors (IRAs). Two IRAs are in place from late 2010 and the third is currently being hired. (See Table 1 below):

Table 1: DPAD Resources

DPAD (before recosting)	<i>(Thousands of United States dollars)</i>			Posts
	Regular Budget		Total Budget	
	<i>Post</i>	<i>Non-post</i>		
Biennium 2006-2007	\$10,775.2	\$ 760.3	\$ 11,535.5	46 (27 Professional and 19 GS staff)
Biennium 2008-2009	\$11,617.8	\$ 796.7	\$ 12, 414.5	46 (27 Professional and 19 GS staff)
Biennium 2010-2011	\$12,505.7	\$ 811.2	\$ 13, 316.9	46 (27 Professional and 19 GS staff)

Source: Proposed programme budget for the biennia 2006-2007, 2008-2009, and 2010-2011 Subprogramme 7, [A/60/6 \(Sect. 9\)](#), [A/62/6 \(Sect. 9\)](#) and [A/64/6 \(Sect. 9\)](#).

V. Results

A. DPAD's work was effectively aligned to support the United Nations intergovernmental processes and dialogue

DPAD provided all mandated services to the intergovernmental processes

15. DPAD occupied a critical position both within DESA and the larger development pillar of the United Nations as a research office responsible for studying the world economic situation and prospects. Its first expected accomplishment under its 2010-2011 Strategic Framework was to support the intergovernmental process and debate with respect to assisting the General Assembly and the ECOSOC on global economic issues and challenges. In this regard, its work was effectively aligned to assist intergovernmental deliberations through the preparation of assigned substantive reports and by providing the intergovernmental machinery with support and advice on a wide range of economic issues. These included growth prospects in sub-Saharan Africa; the volume of foreign direct investment flows; the lack of productive export diversification in certain regions of the world; and the impact of the financial crisis on the number of poor people, to name a few. Additionally, DPAD has effectively functioned as the Secretariat of the CDP and thus supported the deliberative process for designation of Least Developed Countries status which, inter alia, has direct implications for individual countries' conditions of trade.

16. The majority of stakeholders surveyed and interviewed appreciated various aspects of DPAD's work that supported intergovernmental processes and dialogue. They pointed out that it had contributed to the DESA-wide and United Nations system-wide effort of convening and

¹⁴ SD, DSD, DSPD, DPADM, ECOSOC Support and Coordination are all bigger than DPAD in size.

coordinating of the [Millennium Development Goals \(MDG\) Summit](#) held in September 2010. These contributions included preparing critical parts of the Secretary-General's report and the MDG Gap Task Force Report, both of which found their way into the Summit outcome document.¹⁵ Stakeholders also recognized that with hindsight, the division's economic forecasts had been prescient in the years preceding the financial crisis of 2008. One interviewee stated "DPAD predicted the warning signs of the financial crisis and nobody was listening."¹⁶ Further, document analysis showed that content from the WESP, its mid-year and monthly updates, and the [World Economic Vulnerability Monitor \(WEVM\)](#), were regularly incorporated into the Secretary-General's speeches and talking points for his bilateral meetings with world leaders, thus facilitating intergovernmental dialogue.¹⁷

DPAD flagship reports were consistently referenced in United Nations documents dealing with macroeconomic issues

17. The WESP and the WESS are DPAD's two main vehicles intended to reach a broad and diverse audience that includes Member States' intergovernmental deliberations, other United Nations entities, academic and development institutions, members of the public and the press. Together, the publications consumed a significant volume of DPAD's staff time: 61 per cent and 60 per cent of the total work months were devoted to producing them in the 2006-2007 and the 2008-2009 biennium respectively. DPAD stakeholders surveyed (63 per cent) regarded that the single most important value of DPAD lay in its analysis and publications. DPAD staff concurred that the single most important value added by their division lay in its reports, publications, databases, and research.¹⁸ The policies advocated in these publications were often taken as *the* United Nations position, sometimes on highly visible and politically salient issues. One example was the advocacy in the 2010 WESS to reduce dependence on the US dollar through increased use of a basket of currencies such as the Special Drawing Rights (SDRs) that could be a significant step in greater stability in the world economy.¹⁹

18. In terms of ODS records, the use of WESP in United Nations documents that supported discussions at the intergovernmental level on a broad range of macroeconomic and cross-cutting issues increased from 16 in 2006 to 34 in 2010, exactly mirroring a decline in

¹⁵ [A/65/L.1](#).

¹⁶ In contrast to the IMF, which in accordance with its Independent Evaluation Office report "IMF Performance in the Run-Up to the Financial and Economic Crisis", January 10, 2011, notes that "The fund's analysis and economic modelling and macroeconomic approaches...failed to spot the huge risks building up in financial systems."

¹⁷ The World Economic Vulnerability Monitor started in August 2009 and is one of the "joint crisis initiatives" taken by the Chiefs Executives Board (CEB). DPAD started developing an Integrated Monitoring and Analysis System (IMAS) which aims at establishing a reliable monitoring and analysis system to alert policy makers about vulnerabilities that could hurt countries under changing global economic conditions.

¹⁸ Other reports included the Reports and Policy Notes of the CDP; the Handbook on the Least Developed Country Category: Inclusion, Graduation and Special Support Measures; and the reports of the Secretary-General on the integration of the economies in transition into the world economy, on unilateral sanctions against developing countries, and on development cooperation with middle-income countries. DPAD's 2009-2010 strategic framework required it to strengthen international debate by assisting the General Assembly and the ECOSOC in identifying and understanding new and emerging economic development issues and challenges.

¹⁹ See 2010 WESS page 129. This was interpreted by the media to mean that it was advocating the abandonment of the US dollar as the global reserve currency.

references to WESS (See Table 2 below), suggesting a shift in relative importance of these two documents.

Table 2: References to WESP and WESS in UN documents, 2006-2010

Year	Number of times WESP referenced	Number of times WESS referenced
2006	16	34
2007	27	24
2008	22	23
2009	44	20
2010	34	16

Source: OIOS analysis of relevant documents from ODS

However, the direct impact of DPAD’s work on intergovernmental resolutions appeared to be limited

19. Interviews with DPAD management confirmed that accurately assessing the impact of DPAD’s reports and analyses on the intergovernmental processes and decision-making was a challenge, as the ownership of the subjects for discussion lay with Member States. At the same time, publications could be used in more informal ways, such as in its working papers for informal discussions, etc. Such usage, while possible and likely, was difficult to quantify. Evidence of direct impact of DPAD’s work on General Assembly and ECOSOC resolutions was therefore elusive. In 2009, there was no reference to either WESP or WESS in a General Assembly resolution.²⁰ Similarly, no ECOSOC resolutions in 2009 or 2010 referred to either of these publications.

20. Nevertheless, there were some indicators of *indirect* impact of the WESP and the WESS upon the intergovernmental process. For example, one General Assembly resolution in 2010 “noted” a report of the Secretary-General (on the subject of the new international economic order), which in turn referred to the warnings contained in successive editions of WESP on the increasingly unsustainable global balances that DPAD drew attention to prior to the financial crisis of 2008.²¹

²⁰ See: [A/RES/64/299](#) on the subject Draft outcome document of the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals that contains no reference; [A/RES/64/258](#) on New Partnership for Africa’s Development; [A/RES/64/216](#) on Second United Nations Decade for the Eradication of Poverty (2008–2017); [A/RES/64/213](#), Fourth United Nations Conference on the Least Developed, Countries; [A/RES/64/210](#), Role of the United Nations in promoting development in the context of globalization and interdependence; [A/RES/64/209](#), Towards a New International Economic Order; [A/RES/64/194](#), Modalities for the fourth High-level Dialogue on Financing for Development; [A/RES/64/193](#), Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development); [A/RES/64/190](#), International financial system and development; [A/RES/64/192](#), Commodities; [A/RES/64/191](#), External debt sustainability and development; and [A/RES/64/188](#), International trade and development.

²¹ [A/RES/65/438](#) on the subject of a New International Economic Order. The Secretary-General’s report ([A/65/272](#)) was on the subject of An Overview of the major international economic and policy challenges for equitable and inclusive sustained economic growth and sustainable development and on the role of the United Nations in addressing these issues in the New International Economic Order.

21. Additionally, some impact was suggested by the fact that Members States delegates occasionally quoted the WESP and WESS during their speeches. For example, in a General Assembly plenary debate in September 2010, the President of a Member State stated, “According to the 2010 WESP, developing countries as a whole transferred USD 891 billion to developed countries in 2008 and \$568 billion in 2009.” In the sixty-second session of the General Assembly, another Member State stated it shared the opinion of the WESP 2008 that “strong economic growth, while not the only condition, is essential to ... generating the necessary resources to achieve the Millennium Development Goals.”²² In the sixty-first session of the General Assembly, a Member State delegate relied on the WESS and stated, “As the Report on the World Social Situation in 2005 and the WESS in 2006 have revealed, the region remains behind others in achieving the Millennium Development Goals.”²³

22. An analysis of the debates of the 65th session of the General Assembly showed that Member States delegates had on two occasions relied on analyses produced by the IMF and the WB with respect to the expected growth rates in their countries. Also, as noted in the DESA-wide evaluation report, during the United Nations Conference on the World Financial and Economic Crisis in New York in June 2009, delegates did not publicly reference DESA’s forecasts for the world economy and instead mentioned IMF forecasts in their discussions.

B. DPAD contributed to improving the dialogue on the world economic situation and made progress in fostering a unified United Nations view on the world economic outlook

Press coverage trends and website downloads suggested that DPAD had improved the dialogue on the world economic situation

23. Measured by news coverage of its publications, DPAD has made notable advances in improving the dialogue on the world economic situation, which is the second major expected accomplishment in its 2010-2011 Strategic Framework - to improve the dialogue on the world economic situation and to foster and disseminate a unified United Nations view on the world economic outlook. Since 2008, DPAD employed a new media strategy, one element of which was to release the first chapter of WESP in December each year.²⁴ This strategy was effective in enhancing media attention and increasing use of WESP in the dialogue on world economic prospects. For example, in 2010 the launch of the main report and mid-year review of 2010 WESP generated 59, 98 and 96 articles, respectively. The corresponding figure for the 2011 WESP was 151 for the launch, and 262 articles for the main report. Thus, both the launch and the main report coverage increased by more than 150 per cent. Coverage was seen in all major news agencies (e.g., Reuters, AFP and Xinhua) and also in prestigious and widely read newspapers such as the Financial Times. The launch of the WESS 2010 was equally successful

²² A/62/PV.89 dated 2 April 2008.

²³ A/61/PV.25 dated 2 October 2006. The region referenced was sub-Saharan Africa.

²⁴ The reasoning behind this appears to be to gain media attention before a competing publication of the IMF that is released in January each year.

and generated 172 news articles.²⁵ Another way in which DPAD contributed to the increased dialogue was through the reference to the WESP and WESS in other reports of the Secretariat.

24. Website traffic figures, as evidenced by the number of downloads from DPAD’s website, demonstrated keen interest in some of DPAD’s reports. For example, since its publication, the 2008 WESS entitled *Overcoming Economic Insecurity* was cumulatively downloaded nearly half a million times.²⁶ (See Table 3) The *2009 MDG Gap Task Force Report* was downloaded 131,826 times in 2009 whereas the 2010 edition was downloaded 11,905 times in its year of publication.

Table 3: Cumulative downloads of WESS since the year of publication, 2007-2010

	2007	2008	2009	2010	Total
WESS 2010				22487	22487
WESS 2009			88714	76468	165182
WESS 2008		233787	185666	28727	448180
WESS 2007	59138	144787	86124	46785	336834

Source: DESA

25. DPAD also submitted to OIOS three items of unsolicited e-mail feedback from its stakeholders, all positive in tone. One stakeholder working in a Member State with a large international development agency wrote that they “appreciated the monthly regional outlooks and the focus on developing country circumstances.” Another from a renowned university commented that the WESP 2010 was “well written, up to date and, above all, useful.” A third academic, from a highly regarded economics department, wrote a lengthy review of the WESS 2007 was of the view that the publication was “most authoritative and insightful of aging and development.” He concluded, “[it] is a very important book,[that] can be very strongly recommended to all interested in social and economic development.”²⁷

26. Scholarly citations reinforced the evidence that DPAD’s work has improved and contributed to the dialogue on the world economic situation. Out of 18 key DESA publications scanned, the WESS and WESP both ranked highly (in the top 25th percentile) with the most citations in scholarly articles. Both the WESS and WESP were cited over more than 500 times in Google Scholar with the WESS cited almost three times more than the WESP.²⁸ The division made use of ‘Op-Eds’ a few times.²⁹

²⁵ This can be attributed in large part to the media interest in WESS’ advocacy to enhance the use of Special Drawing Rights (SDRs) rather than the US dollar as global reserve currency. The WESS is released in June each year.

²⁶ 448,180 times according to figures supplied by DESA.

²⁷ This was in the ‘Population and Development Review’ journal in September 2008.

²⁸ Each separate citation could not be scanned for accuracy; hence an exact number cannot be given.

²⁹ Two or three times, according to DPAD.

While regional commissions’ and UNCTAD’s inputs to the WESP contributed to a unified United Nations view on the world economic outlook, they, in turn, made limited use of DPAD’s outputs in their publications

27. Since 2008, DPAD has played an enhanced role in promoting policy coherence vis-à-vis other United Nations entities, as it has been mandated to foster and disseminate a “unified United Nations view” on the world economic outlook and its implications for the prospects of developing countries. DPAD currently measures its performance by an increase in the number of inputs from United Nations system entities and Member States to the dialogue on the WESP. Interviews with stakeholders demonstrated that the institutional cooperation between DPAD, the regional commissions and UNCTAD to produce the WESP had improved. Regular inputs by way of WESP chapters were provided by the Financing for Development Office (FfDO), the regional commissions, and UNCTAD. The integration and institutionalization of the regional commissions’ and UNCTAD’s views into a single publication (WESP) demonstrated that DPAD had made progress in fostering and disseminating a unified United Nations view; earlier, UNCTAD’s views were expressed in separate reports.

28. Despite the progress in fostering a unified United Nations view of the world economic outlook noted above, four regional commissions and UNCTAD made uneven use of the WESP and WESS in their publications.³⁰ (See Table 4) These stakeholders suggested some areas for improvement. This included more thorough and regular consultations to obtain their inputs. As stated by one, “a unified UN view of the global economic outlook is a common vision that should be gathered through a process of shared analysis and discussion.” Stakeholders considered that such a unified United Nations view could be measured by various factors including considering references to WESP and WESS in regional commissions’ publications, and increasing the number of meetings, video conferences, etc. dedicated to the analyses and discussion of global economic outlook with the objective of reaching consensus.

Table 4: References to the WESP and WESP in selected publications of four regional commissions and UNCTAD

Entity	Name of and years of publication	Number of references to WESP	Number of references to WESS
ESCAP	Economic and Social Survey of Asia and the Pacific (2006-2010)	7	4
ECA	Economic Report on Africa (2006 to 2010)	9	1
ESCWA	Regional Economic Forecast (2008-2009)	2	0
	Estimates and Forecasts for GDP Growth in the Region (2007-2008)	0	0

³⁰ Publications from the ECE were not considered as the commission discontinued publishing the relevant document since 2002.

ECLAC	Economic Survey of Latin America and the Caribbean (2007-2010)	0	0
	Preliminary Overview of the Economies of Latin America and the Caribbean (2006-2007)	2	0
UNCTAD	Trade and Development Report (2006-2010)	9	0
Total		29	5

Source: OIOS analysis

29. Apart from the regional commissions, reports of the BWIs—both of which are relevant and highly influential in the development field and participate annually in a high-level dialogue with the United Nations—did not use the two DPAD’s reports.³¹ Specifically, from 2007 to 2010, the IMF’s *World Economic Outlook* and the WB’s *World Development Report* did not use either the data or the analyses in successive editions of WESP or the WESS. Successive UNDP Human Development Reports from 2006 to 2010 contained two references to the WESS and none to the WESP.³²

An expert panel assessed both the WESP and WESS positively but flagged methodology and data comparability as issues

30. In general the expert panel rated DPAD’s reports highly.³³ It concluded that the WESP 2010 mid-year update drew upon a broad range of opinions, was clearly written and a valuable resource for non-specialists. With regard to the 2010 WESS, the panel considered that it had a clear, consistent and logical structure, a coherent analysis of poverty, trade, aid, financial, structural change, employment, and environmentally sustainable issues and conclusions supported by evidence.

31. Nevertheless, the panel suggested some areas for possible improvement. For example, it assessed that data from different international organisations had been accepted at face value without references or comments on how it was generated. Potential problems of data comparability had not been discussed and the panel concluded that the documents’ methodological design was not made explicit. It observed instances where the relationship between cause and effect were not established with the utmost rigour. The panel recommended that more discussion in the areas where there was inadequate, weakly comparable or poor data would be useful.

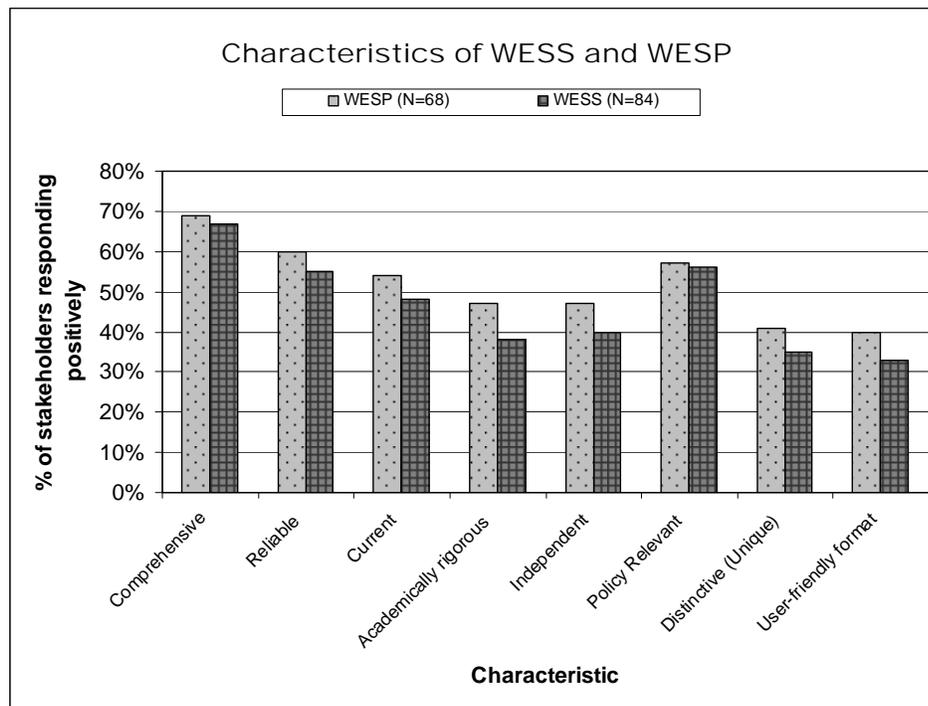
³¹ For example, on 18 and 19 March, 2010, there was a Special high-level meeting of ECOSOC with the BWIs, WTO and UNCTAD.

³² These were in the 2009 and the 2010 editions of the HDR. It is also pertinent to recall the finding of the DESA-wider report that DESA has low visibility at the level of the United Nations Country Team (UNCT).

³³ The expert panel consisted of three independent scholars from three different countries tasked to review ten of DESA’s reports.

32. Survey respondents in the DESA stakeholder survey rated the comprehensiveness, reliability and policy relevance of both the WESP and the WESS higher than some of their other characteristics. (See Table 5)

Table 5: Characteristics of WESP and WESS as perceived by DESA stakeholders who had read them



Source: OIOS stakeholder survey

Overall, stakeholders rated DPAD highly, but concern persisted about the overlap in its work with other organisations

33. Survey and interview data provided overall positive feedback about various aspects of DPAD’s work. However, there was also concern expressed about the overlap between its work with that of other entities.

34. The vast majority of stakeholders surveyed (88 per cent) rated DPAD as excellent or good in its capacity to adapt its work to the changing needs and priorities of the international community. Stakeholders in academia who were interviewed echoed this view. Similarly 88 per cent were also satisfied or very satisfied with the collaboration and partnership for the United Nations development agenda between DPAD and their entity. Its work in relationship to the financial crisis and MDG gaps was considered of high quality as it provided the most current perspectives.

35. Survey and interview data were mixed with respect to the issue of overlap between DPAD’s work and that of other United Nations entities. Most stakeholders (76 per cent) who responded to the survey considered that the work of DPAD filled a unique niche, not served by

any other entity in the United Nations system.³⁴ One leading academic considered that there was “healthy” overlap and complementarity with regards to its work vis-à-vis UNDP; DPAD’s work was seen as more normative and that of UNDP’s more focused on implementation. DPAD was considered to have an independent voice because of its status as an observer on the international economic scene, as contrasted with the WB and IMF, which were viewed simultaneously as actors and observers. Some stakeholders agreed that there was an overlap between DPAD’s work and other organisations but thought that this was desirable to enable different points of view to be expressed on the issue of different approaches to economic and social development.

36. On the other hand, interviews with stakeholders in regional commissions and other United Nations system entities highlighted that DPAD and UNCTAD were providing similar analyses using different statistics that could potentially confuse readers. Some of DPAD’s macroeconomic work was perceived to overlap with that of UNCTAD and the WB. A minority view held a more restricted view of DPAD’s role - that is, that DPAD’s economic analytical role was performed by many other United Nations organisations and that “its only unique function” was to assist the CDP in determining the criteria for the least developed countries.³⁵

37. A majority of stakeholders from academia unanimously wanted DPAD to have a closer working relationship with their institutions. Civil society stakeholders considered that the UNDP, for example, had made more progress in institutionalizing interaction with civil society and wanted DPAD to do the same.

C. DPAD’s strategic framework posed performance measurement difficulties

38. In this respect, there were limitations in how DPAD measured its own performance and impact. Specifically, one element of DPAD’s 2010-2011 Strategic Framework was not appropriately drafted to accurately measure its performance in strengthening and assisting international debate in the General Assembly and ECOSOC. As currently formulated, the indicator of achievement for “increased number of debated economic policies and actions to achieve internationally agreed development goals” leaves open the question as to how such debates on economic policies and actions can be attributed to DPAD’s work rather than the cumulative and hard-to-differentiate efforts of multiple stakeholders all desirous of shaping and influencing the content and direction of debate at the intergovernmental level.

39. Furthermore, DPAD’s second 2010-2011 Strategic Framework indicator in this regard, namely, the “increased level of satisfaction by Member States with the substantive support provided” was better formulated to capture the effectiveness of DPAD’s work, but has encountered difficulties in implementation. Management’s efforts to gauge the satisfaction of Member States about its work and publications have met with marginal success owing to poor

³⁴ However, as noted above, the sample was very small.

³⁵ OIOS relied on the opinion of this one stakeholder as the stakeholder had a very good knowledge of the working of the CDP based upon years of experience.

feedback: only seven Permanent Missions to the United Nations responded to a DPAD-initiated survey in 2008.³⁶

D. Capacity development was positively rated by beneficiary stakeholders, but it had overstretched DPAD staff and was hampered by inadequate planning and coordination

40. A majority of stakeholders in countries that had received DPAD's capacity building services (its third mandate function) rated it highly.³⁷ While capacity development has been part of DPAD's mandate since 2008,³⁸ the division and its predecessor division have been involved in capacity development in an ad hoc manner since 2000. Currently, DPAD is required to respond to Member States' requests on an extensive range of macroeconomic issues.³⁹ Stakeholders considered DPAD's roles, responsibilities and objectives in these projects as clearly defined with respect to their organisations. DPAD had assisted their countries in enhancing their capacity to assess the resources required to achieve the MDGs and had demonstrated flexibility in adapting to local conditions. An external evaluation of one of DPAD's capacity development projects on realising the MDGs through socially inclusive macroeconomic policies found that, "the main objective of the project has been, to a wide extent, accomplished with final country documents created and the transfer of documentation and knowledge to government officials achieved."⁴⁰ With one exception, DPAD's capacity development workshops were attended by senior government officials of the recipient country and international organisations such as the WB, UNDP, the United Nations Children's Fund (UNICEF) and IMF.⁴¹ However, there were some challenges associated with its capacity building projects. According to the lessons learned recorded in IMDIS for the biennia 2008-2009 and 2009-2010, the substantive and administrative support required for its capacity

³⁶ In this respect, DPAD clarified that one reason for this low response rate could be that the survey was sent to the generic email addresses of permanent missions and not specific individuals, which could have resulted in the survey not properly getting through to the right person to respond.

³⁷ Refer to paragraph 33 of the DESA-wide report which states: "DESA has taken recent steps to enhance its strategic planning. In early 2010, it established a Strategic Planning Unit (SPU) to assist the USG with: 1) pursuing substantive strategic priorities, 2) enabling Department-wide strategic reviews and actions and 3) engaging with stakeholders and key strategic partners. Two staff members, a D1 and a P5, were assigned to the unit, which aims to ensure that the 10 DESA divisions 'work from a common perspective and pursue goals with cross-cutting issues' and to strengthen strategic linkages with other Secretariat entities."

³⁸ Its predecessor division undertook capacity development in other areas as well, in particular in the field of tax administration and tax reforms, but after DESA's reorganization, this migrated to the Division for Public Administration (DPADM) and the Financing for Development Office (FfDO).

³⁹ These include advisory services at the request of Governments, on capacity-building for graduation strategies for least developed countries in Asia and Africa; implications of macroeconomic policy, external shocks and social protection systems for poverty, inequality and social vulnerability in Latin America and the Caribbean; realising the Millennium Development Goals through socially inclusive macroeconomic policies.

⁴⁰ An evaluation report of DPAD's capacity development project entitled, 'Evaluating of the Development Account Project 06/07U on "Realizing the Millennium Development Goals through Socially-Inclusive Macroeconomic Policies"' dated March 2011.

⁴¹ This was the Final Country Meeting in South Africa for Development Account Project entitled "Realizing the MDGs through Socially-Inclusive Macroeconomic Policies" on 9 September, 2010 in Johannesburg, that was poorly attended and appeared to lack buy-in from the Member State.

developments projects had strained its resources. It also noted that cooperation with UNDP Country Offices needed to be improved.⁴²

41. Despite this general satisfaction, recipient stakeholders identified various areas for potential improvement. These included better coordination with other United Nations organisations, and the provision of more consistent data from various countries. All the country stakeholders that had received DPAD's assistance in macroeconomic modelling stated that they did not have any knowledge of DPAD (or DESA) prior to the commencement of their projects.

42. Within DPAD itself, interviews with management and staff indicated that its capacity building role had broad support and was accorded a high priority by management. However, a minority of DPAD stakeholders interviewed considered that its capacity development role was not clearly defined or linked to DPAD's work. Additionally, even some of those who supported DPAD's capacity building role considered that inconsistent and unclear regulations in DESA had led to problems in the development account projects related to processing certain types of expenditure.

43. Documentary evidence demonstrated that DPAD had increased its capacity development projects overly rapidly: in addition to the 18 projects that it finalised in Latin America and the Caribbean in 2008, it added another 10 in the 2010-2011 biennium. In response, management clarified that it was focusing on developing easily transferable toolkits and training trainers where possible and setting limits to the number of individual countries DPAD would directly provide capacity development.

E. Staff perceptions of DPAD's management were positive overall, but better coordination with other DESA divisions remained of concern

44. DPAD interviews, the DESA staff survey, and the 2009 OIOS human resources inspection demonstrated that DPAD was considered a well-managed division. Management was viewed as technically proficient and proactive. A majority in the division who responded to the DESA evaluation staff survey agreed or strongly agreed with the following statements:

- 84 per cent that DPAD had internally shared vision of the best way to implement its objectives;
- 72 per cent that DPAD's decision making and internal communication were effective;
- 80 per cent that staff roles and responsibilities were clear;
- 80 per cent that divisional organisational structure facilitated its work;
- 88 per cent that reporting lines were clear; and
- 64 per cent that critical work processes were well documented.

⁴² Source: IMDIS 2008-2009 and IMDIS 2009-2010.

45. Furthermore, in the 2009 human resources inspection staff survey, 62 per cent of DPAD staff at the time strongly or somewhat agreed that career development was valued in the division, and 68 per cent agreed or strongly agreed that their supervisor gave them sufficient feedback to ensure his/her professional development. Additionally, 62 per cent agreed that their supervisor had made clear to them the competencies required to perform their work.⁴³

46. Nevertheless, both surveys also indicated some specific areas for improvement. For example, only 44 per cent agreed or strongly agreed that DPAD had effectively captured and shared lessons learned with its staff and 36 per cent somewhat disagreed or strongly disagreed with this statement.⁴⁴ 68 per cent somewhat or strongly disagreed that DPAD's work plan was an effective tool for planning their work and 56 per cent somewhat or strongly disagreed that there were sufficient channels to them to voice their concerns to managers.⁴⁵

Collaboration with other DESA divisions was rated more highly by management than by staff

47. Interview and survey data showed mixed results with regard to how well DPAD collaborated with other DESA divisions. Examples were offered of how it had collaborated to utilise the inputs and expertise of other DESA divisions such as the Statistics Division (SD), Population Division (PD), Division for Sustainable Development (DSD), Division for Public Administration and Development Management (DPADM), Office for ECOSOC Support and Coordination (OESC) and Financing for Development Office (FfDO).

48. However, when asked to characterize the frequency with which they met with staff members from other divisions, 76 per cent of staff who responded replied that they did so infrequently or only on an ad hoc basis. Staff also indicated that there was need for greater collaboration between the teams preparing the WESP and the WESS.

F. The gender and human rights linkages of DPAD's work were weakly perceived by stakeholders

49. DPAD's analyses and publications inherently support economic and social human rights, in particular, the rights enshrined in Articles 6, 7 and 9 of the International Covenant of Economic, Social and Cultural Rights.⁴⁶ Despite this linkage, however, most stakeholders were either unsure or did not believe that the division had mainstreamed human rights into its work. With regard to gender mainstreaming, less than half of DPAD stakeholders (38 per cent) believed that it had effectively mainstreamed gender perspectives into its work. Among DPAD staff, only 52 per cent considered that it had effectively mainstreamed gender into its work.

⁴³ IED-09-007, OIOS Inspection of DESA Human Resource and Management Practices in 2009.

⁴⁴ DESA staff survey

⁴⁵ IED-09-007, OIOS Inspection of DESA Human Resource and Management Practices in 2009.

⁴⁶ Article 6 deals with the right to work, Article 7 deals with the right of everyone to the enjoyment of just and favourable conditions of work and Article 9 deals with the right of everyone to social security.

VI. Conclusion

50. There is much to commend in DPAD's recent work. DPAD produces highly regarded reports and analyses. More frequent references to its reports in United Nations documentation, extensive press coverage, and satisfied recipients for its capacity development projects suggest that DPAD has made gains both within the Organisation and among external stakeholders in creating a unified United Nations view of the global economic outlook. However, while DPAD was effectively functioning as the United Nations development research division, it had limited success in directly influencing intergovernmental debates.

51. DPAD needs to address and overcome several critical gaps that currently limit its effectiveness and impact. The first relates to the modest usage by Member States' delegates of its reports and analyses during intergovernmental debates and dialogues. Without an enhanced reference to its documents, the question of DPAD's contribution in assisting intergovernmental agreement on the economic policies and actions necessary to improve long-term development prospects will remain fundamentally unresolved.

52. Second, DPAD also needs to further the mixed progress it has made in fostering a United Nations view of the global economic outlook. To do so, DPAD's strategic framework needs to be reformulated. It is recalled that that one indicator of achievement as formulated in the 2006-2007 Strategic Framework included the number of citations and references to DPAD's publications in academic, professional and mass-media circles. An extension of this indicator to the publications of other United Nations entities, including regional commissions, would better capture DPAD's effectiveness in promoting a unified United Nations view on the global economic outlook.

53. The third of DPAD's challenges is to increase its working level linkages with the international financial institutions. There are persuasive reasons for doing so. By institutional design under its bulletin, DPAD is required to maintain and develop substantive cooperation with the secretariats of the WB, IMF and WTO under its operative Secretary-General's bulletin. Some of DPAD's publications share substantial policy ground with selected publications of the BWIs. Finally, DPAD frequently makes far reaching recommendations in its reports for restructuring BWIs and the perceived shortcomings of their policy prescriptions in fighting poverty.

54. Pertinently, the intergovernmental dynamic for closer interaction between the United Nations and the BWIs has gained momentum in the aftermath of the financial crisis of 2008. A General Assembly resolution encouraged policy coherence between the United Nations and the international financial institutions. An ECOSOC report stated that while the WESP had been jointly authored by DESA (in effect, DPAD), UNCTAD and the regional commissions since 1999, the "potential for recurrent joint publications of the United Nations/Bretton Woods institutions of a similar scope and importance has not materialized to date." This has direct operational relevance for DPAD' work and builds upon a long-standing ECOSOC resolution dating to 1983. It is suggested that DPAD should explore the potential for more intensive dialogues on policy perspectives with the relevant analytical macroeconomic units of the IMF and WB.

55. DPAD's capacity development role needs to be commensurate with its current resources and supported with better planning. Strengthening stakeholder 'buy-in' and aligning it with DESA's overall capacity development strategy, are some factors it needs to consider to be compliant with the spirit of One United Nations.

VII. Recommendations

Recommendation 1: (paras. 14 to 48)

56. **DPAD should develop and implement an outreach and dissemination strategy, targeting Member States, regional commissions, funds and programmes and other stakeholders.** This could include:

- a. Member States: Concise, specific and targeted briefings both for individual Member States and/or a group of Member States highlighting pertinent analyses shortly before upcoming debates to maximize the utility of the publications and their use during intergovernmental debates.
 - b. Regional Commissions: In addition to the present performance measure that counts inputs from regional organisations, consider using the number of references made in the publications of regional commissions to its reports and analyses as a performance measure.
 - c. UNDP: Initiating and seeking to reach an agreement under which its reports and analyses are integrated into UNDP's intranet and knowledge management portals and made available to UNCTs for their use.
 - d. UNDP: Through the USG-DESA, exploring and seeking a written agreement with UNDP to release its flagship reports through UNDP's country offices worldwide.
 - e. Media: Making more frequent use of 'Op-Eds' on salient macroeconomic issues in respected magazines with high circulation to enhance its contribution to the debates relevant to global economic issues.
-

Annex 1:

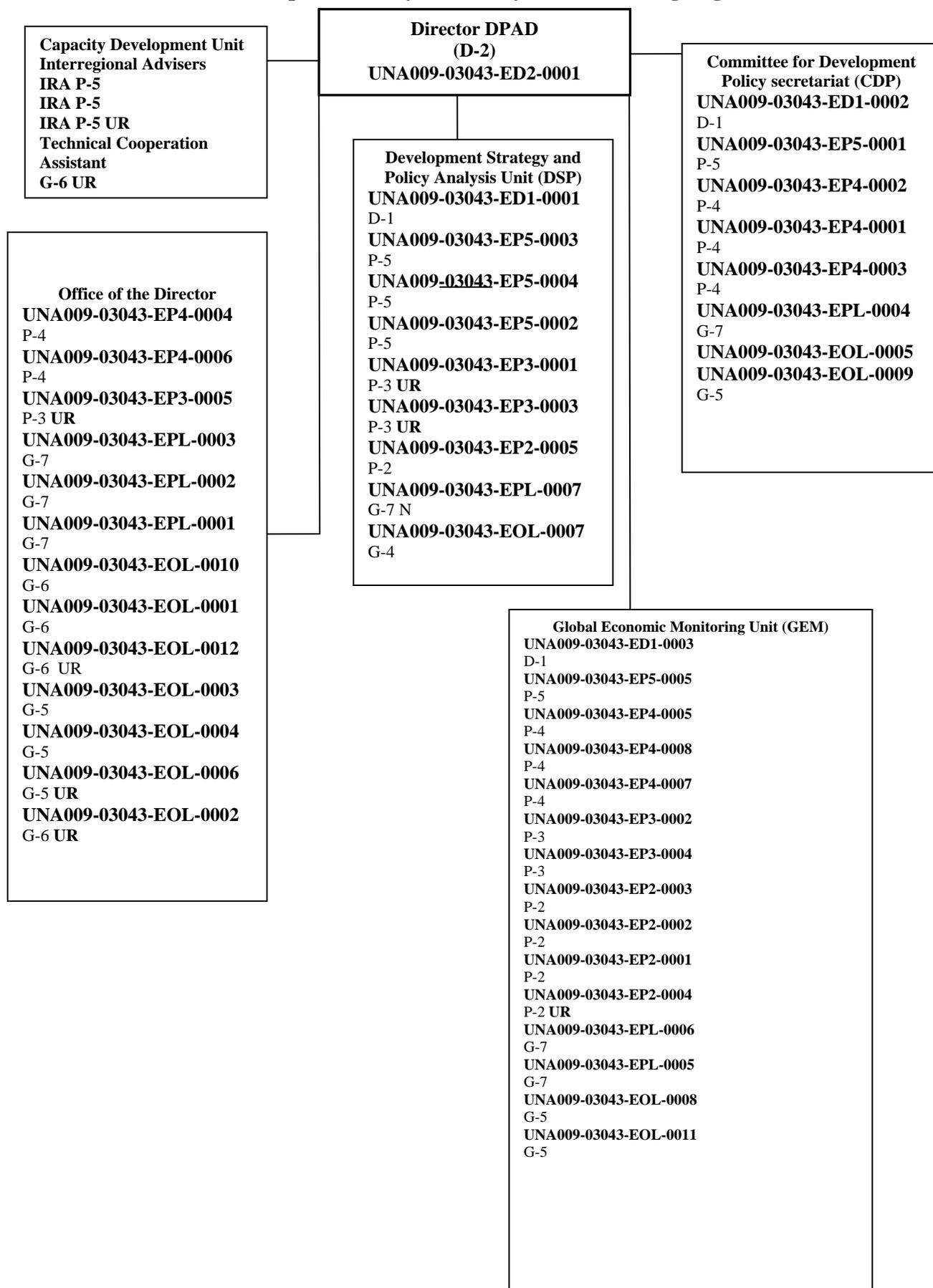
**Programme of work for the biennium 2010-2011:
Subprogramme 7: Development policy and analysis**

Objective	
<i>To identify and reach intergovernmental agreement on the economic policies and actions necessary at the national and international levels to improve long-term development prospects.</i>	
Expected Accomplishment	Indicator of Achievement
(a) Strengthened international debate by assisting the General Assembly and the Economic and Social Council in identifying and understanding new and emerging economic development issues and challenges, in particular in the context of advancing the internationally agreed development goals, including the Millennium Development Goals, and with full consideration of the implications of major crosscutting issues for the international development agenda.	(i) Increased number of debated economic policies and actions to achieve internationally agreed development goals. (ii) Increased level of satisfaction by Member States with the substantive support provided by the subprogramme.
(b) Improved dialogue on the world economic situation, including fostering and disseminating a unified United Nations view on the world economic outlook and its implications for the prospects of developing countries	(i) Increased inputs from the United Nations system entities and Member States to the dialogue on the world economic situation and prospects.
(c) Strengthened capacity of developing countries to integrate macroeconomic and social policies in national development strategies, including through better understanding of mechanisms to cope with economic insecurity, and to make macroeconomic stabilization compatible with long-term poverty eradication	(i) Increased number of developing countries that developed proposals and plans on the integration of macroeconomic and social policies into national development strategies.

Table prepared by OIOS/IED with IMDIS data.

Annex 2:

Development Policy and Analysis Division Organigram



Annex 3:

In this Annex, OIOS presents the full text of comments received from DPAD on the Draft evaluation report on the Development Policy and Analysis Division (DPAD). This practice has been instituted as per General Assembly [resolution 64/263](#) following the recommendation of the [Independent Audit Advisory Committee \(IAAC\)](#). The comments from DPAD on the draft OIOS report have been incorporated as appropriate into this final report.

Comments from DPAD on the draft report:

United Nations  Nations Unies
INTEROFFICE MEMORANDUM MEMORANDUM INTERIEUR

TO: Mr. Yee Woo Guo
A: Acting Director
Inspection and Evaluation Division
Office of Internal Oversight Services

DATE: 16 May 2011

REFERENCE: DESA-11/00801

THROUGH:

S/C DE:

FROM: Juwang Zhu 
DE: Chief
Office of the Under-Secretary-General
Department of Economic and Social Affairs

SUBJECT: Draft report of OIOS on the Development Policy and Analysis Division

OBJET:

1. I refer to your memo of 4 May 2011 addressed to Mr. Sha Zukang, Under-Secretary-General for Economic and Social Affairs, transmitting the final draft report of OIOS on the Development Policy and Analysis Division (DPAD) and inviting comments on the final draft.
2. DPAD expresses its appreciation for the evaluation and has requested the Office of Under-Secretary-General to transmit its comments (attached herewith) on the final draft.
3. On behalf of Mr. Sha Zukang, I would like to take this opportunity to thank IED/OIOS colleagues for your evaluation of DPAD/DESA.
4. We will follow up on the results of the evaluation and the recommendations.

Thank you.

cc: Ms. Carman L. Lapointe
Mr. Byung-Kun Min
Mr. Rahul Sur
Mr. Rob Vos
Ms. Diane Horton
Ms. Ursula Germann

DPAD Comments to OIOS Report

12 May 2011

General comment

The evaluation report by OIOS of the Division's work is well appreciated. The Division is also appreciative of the recognition of the quality of its work and the consideration given to the resource constraints. The overall assessment of the shortcomings in being more effective in making a greater impact on inter-governmental process and having greater outreach are accepted and the recommendations are meaningful and could help overcome those shortcomings.

The Division will work out plans and actions to follow up on those recommendations.

One caveat the report could have stressed more explicitly is that where the Division's work duplicates that of other (UN) agencies this is largely on account of overlapping mandates given by the inter-governmental process and, hence, DPAD, DESA, or any of those other agencies are not in full control to streamline activities.

Specific comments

Page 12, footnote 14: should say "SD, DSD, DSPD, DPADM, ECOSOC Support and Coordination...."

Para 13: It could be added that DPAD also reviews drafts of the economic (and social) survey reports of the regional commissions and, since recently, also of the ILO's Global Employment Trends and the World Bank's Global Economic Prospects.

Para 18: The factual account in this paragraph is not disputed. It could have been added, however, that very often analyses of WESS and WESP have been used in official UN documents but without referring to the source, mentioning WESS and WESP by name.¹ In any case, as part of future efforts to enhance the visibility of these flagship reports DPAD would need to insist more such references are made.

Para 24: Reference is made to Tables 3 and 3A, but in this version of the report the old table 3 was eliminated and Table 3A has become Table 3. Furthermore, the paragraph makes reference to the table(s) in a sentence on downloads of the MDG Gap TF Report, but that report is not included in Table 3.

Para 26:"The division did not make use of Op-Eds.." Is not entirely accurate. It has made use of Op-Eds on occasion (two or three times) but this – indeed – has been far too little.

Para 31: Unlike stated on the basis of the view of the panel, that in our reports we would accept data from different international organizations at face value. Data are always validated for accuracy, consistency and plausibility. The nature of the reports which – as mandated – cover broad ranges of issues and are written for non-specialized audiences does not augur for lengthy

¹ For instance, ECLAC's Economic Survey of Latin America and the Caribbean, 2009-2010, uses in its section on the "international economy" data and assessments from the WESP, but without making reference to the report itself. The same applies to many SG reports.

exposés on deficiencies in the data or their underlying methodologies. Having said this, we will look into the possibility of, whenever relevant, generating more technical notes on data issues and methodologies and posting these along with other background material on the webpages of the flagship publications.

Para 36: The existence of some overlap with analyses by UNCTAD and DPAD is recognized, though this emanates to a large extent from overlapping mandates provided by member States. Use of different statistics could happen in some cases, but in the case of the TDR, for instance, data on the performance of the global economy are those generated in the collaborative process for the WESP. Differences in comparable data that nonetheless may appear across both publications typically are caused by differences in country groupings or because of updates of the data owing to different publication dates. The latter also tends to explain possible differences in estimates and projections of macroeconomic data between WESP and the economic reports of the regional commissions.